



Trauma-Informed Leadership for Current & Aspiring Leaders

Matt Bennett, MBA, MA



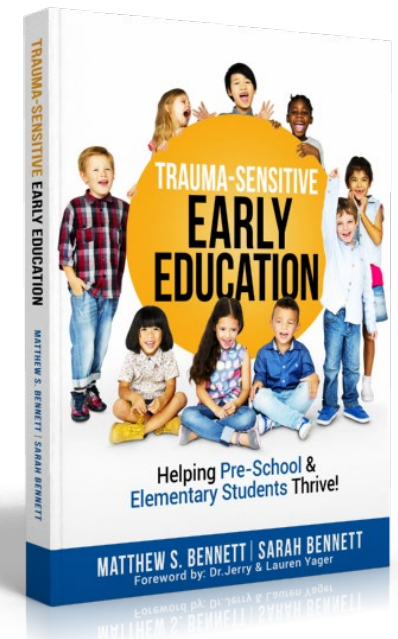
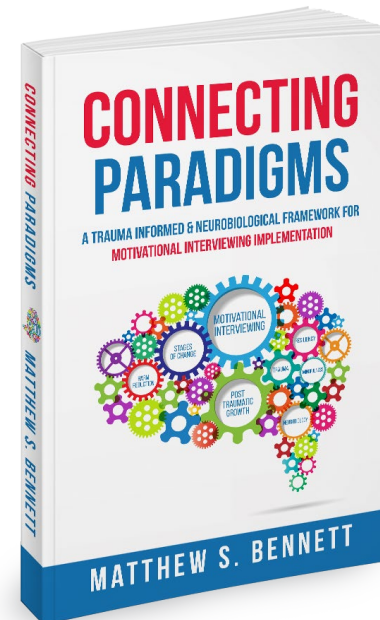
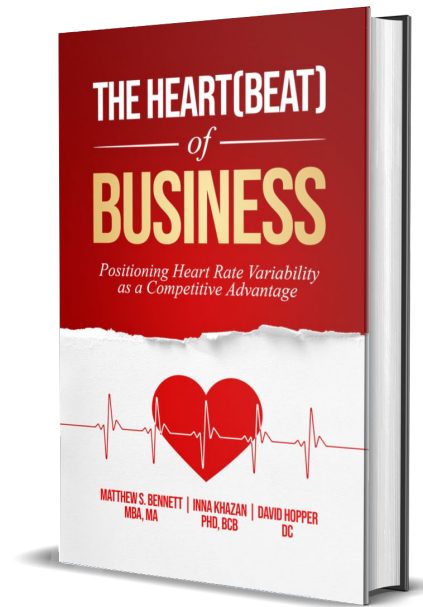
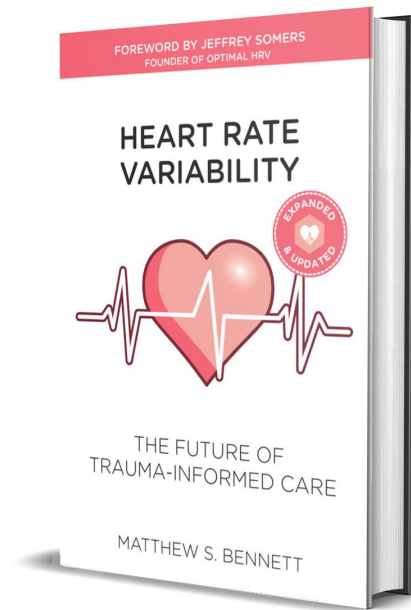
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Before we start

- Leadership is a journey
- Acknowledging trauma
- Take care of yourself
- Mindset of recovery

Format and activities



The Pillars of a Trauma-Informed Organization/System

Trauma-
Informed
Leadership

Staff
Wellness

Trauma-
Informed
Strategies

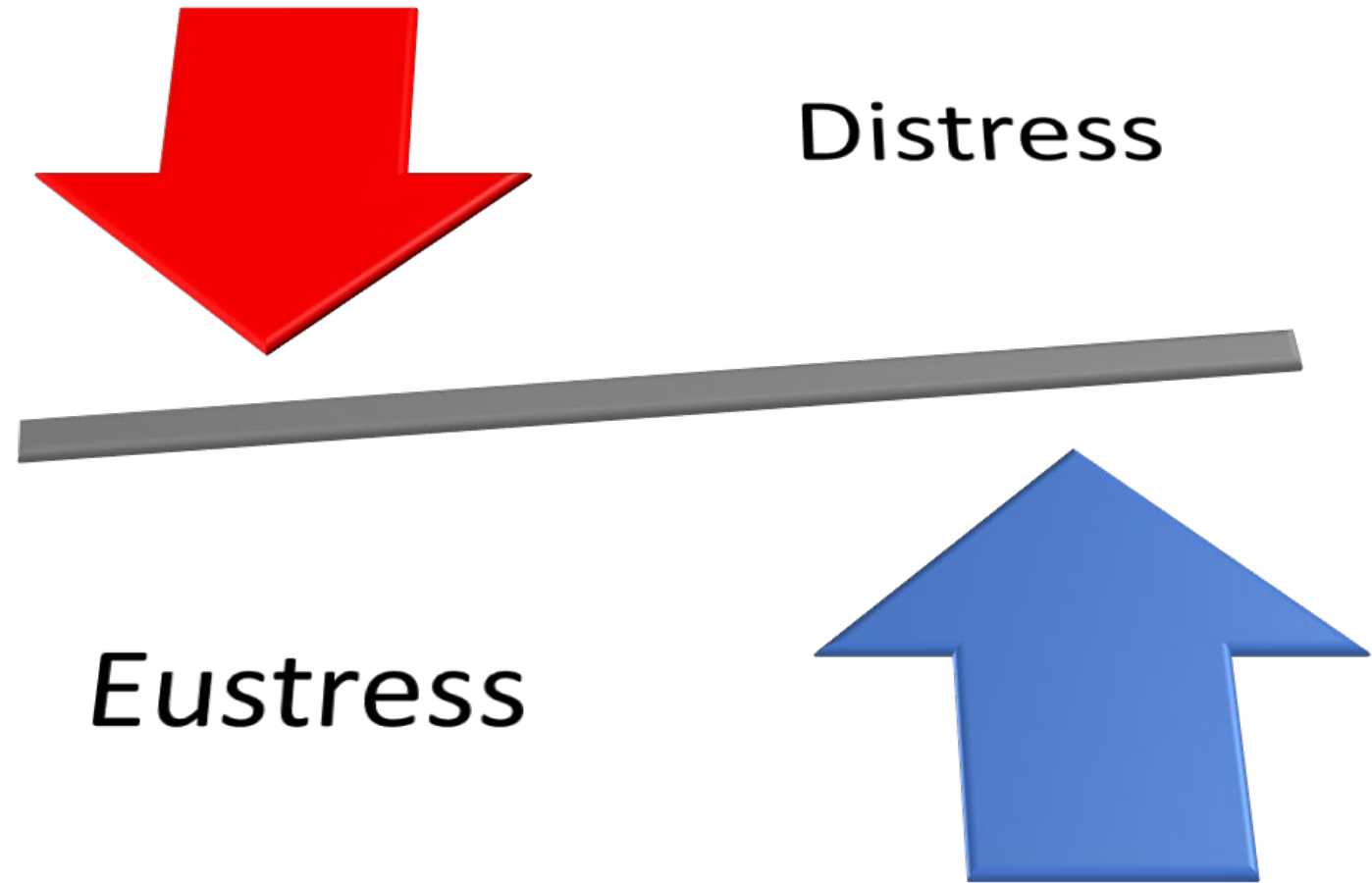
Trauma
Treatment

Job Demands & Resources Model

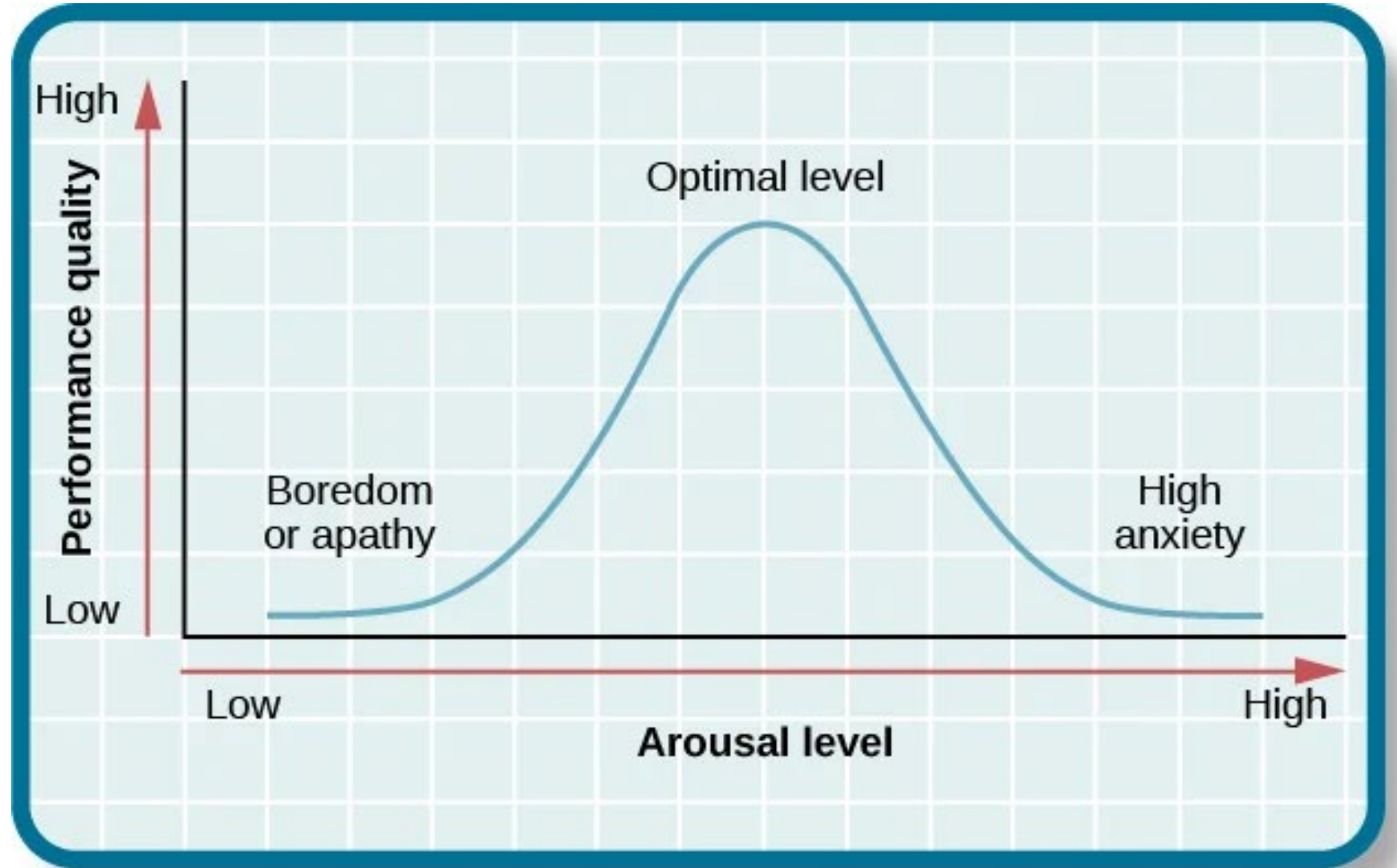


Job Demands

Physical, social, emotional, or organizational aspects of a job that require sustained effort and are associated with certain physiological and psychological costs



Yerkes- Dodson Curve



How big is your cup?

Allostatic load and capacity

Nerd Definitions of Resiliency

- Prefrontal cortex and amygdala
- Ventral vagal and sympathetic/dorsal vagal

Measuring resiliency and allostatic load



How Full is your cup?

Water in your cup: Cortisol and cytokines

Window of Tolerance

Stress Intensifiers

- Duration
- Uncertainty
- Importance

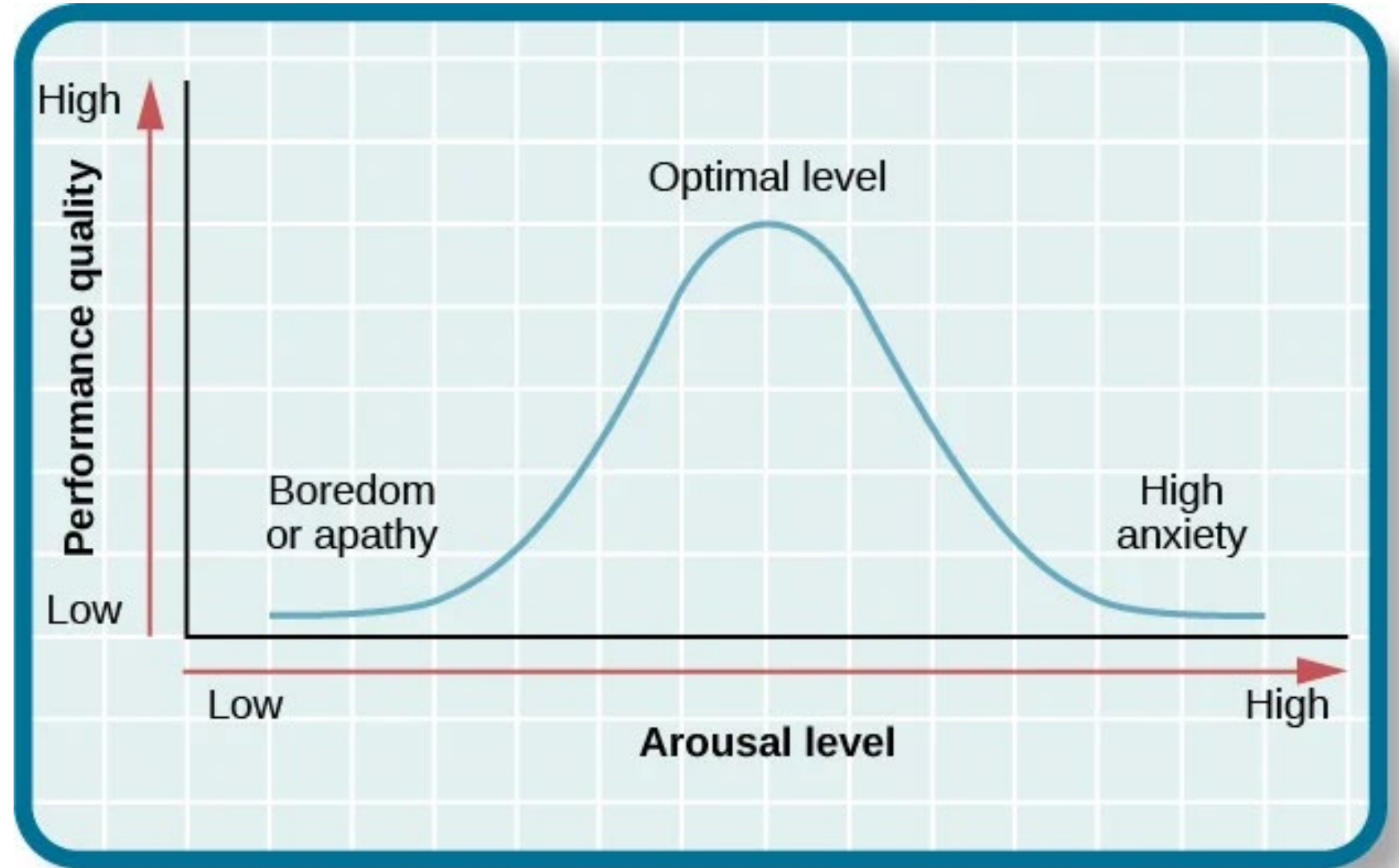
Trauma – Cup submerged

- Empathetic intensity: Compassion fatigue, vicarious trauma, and secondary trauma
- Moral distress: Moral injury
- Job stress: Burnout



Distress	Trauma Response
Workload	Burnout – No longer able to handle the amount of distress inherent to the job
Lack of resources	
Team/organization dysfunction	
Empathetic intensity – Transfer of pain and suffering from one person to another	Compassion fatigue - Exhausted by trauma exposure
	Vicarious trauma - Trauma resulting from exposure to another's traumatic pain and suffering
	Secondary trauma – Exposure to trauma or work situation that is retraumatizing
Moral distress – Asked to act or watch others violate safety, values, morals, and ethics	Moral injury – Mental health crisis resulting from moral distress

Yerkes- Dodson Curve





Our Systems and Society is Failing Us

- While surveys vary, these professions seem always to make the top 5 for most burned out:
 - Health care
 - Social services
 - Education
 - Government
- How we work is not working
 - 59% of workers are burnt out
 - Workplace stress was at a historic all-time high in 2023
 - 55% of workers are unable to establish a work-life balance

HOW HAS THE STRESS AND
TRAUMA IMPACTED THE HEALTH
OF YOUR TEAM AND
ORGANIZATION

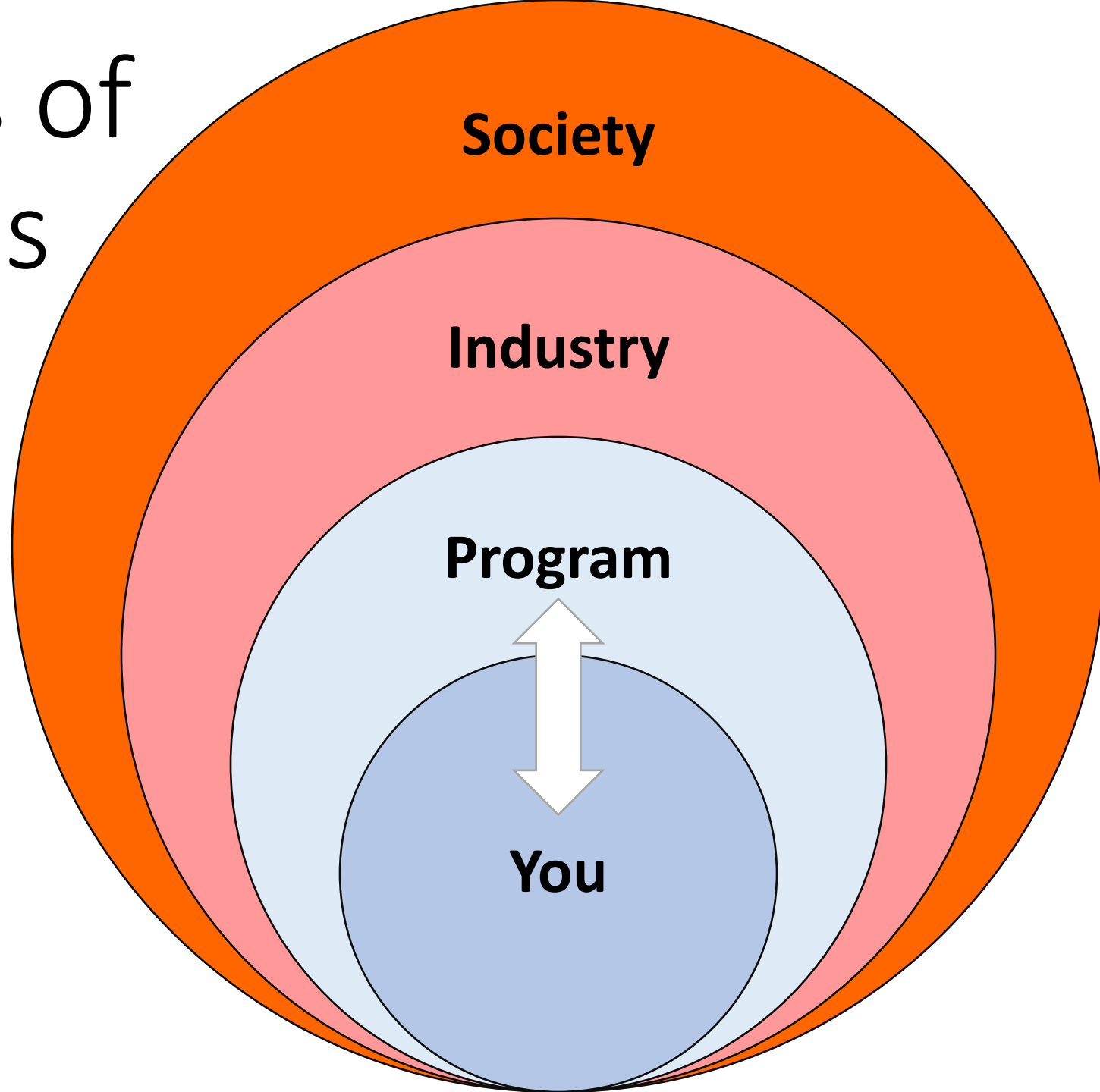
Small Group Question

The Death Nail of Self-care

- It is unfair (not backed by research) to burnout and traumatize people at work and expect them to take personal time to recover
- The failures of the “employee” depends on their self-care and ignores organizational factors
- We sit with the dilemma
 - Personal behavior improves resiliency and performance
 - Organizational factors can either destroy or support resiliency and performance



Bubbles of Wellness



Beyond Self-Care

- Shift from work to a whole-life perspective
 - Bring your best self to your work
 - Live your best life
- How work can complement and support their life goals in a positive way
- Personal values at work



Stages of Helping Fatigue

Healthy,
Motivated,
& Engaged

Wired &
Tired

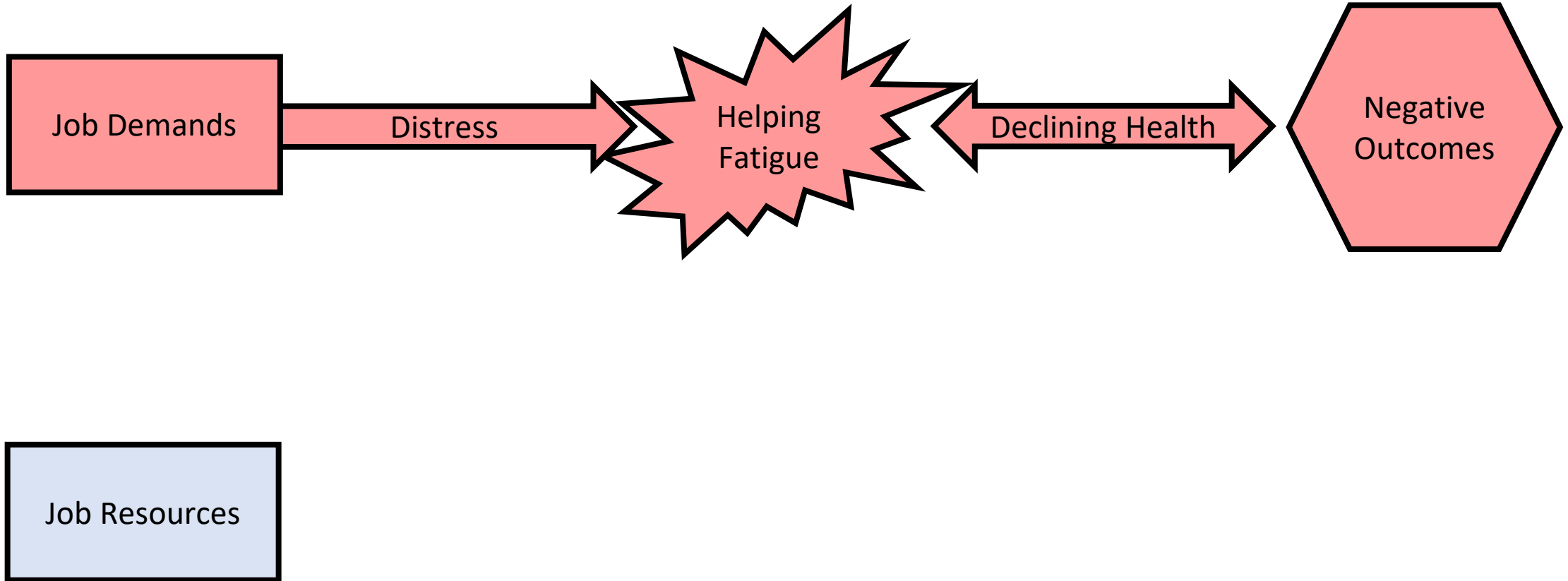
Exhaustion
& Guilt

Shame,
Cynicism &
Callousness

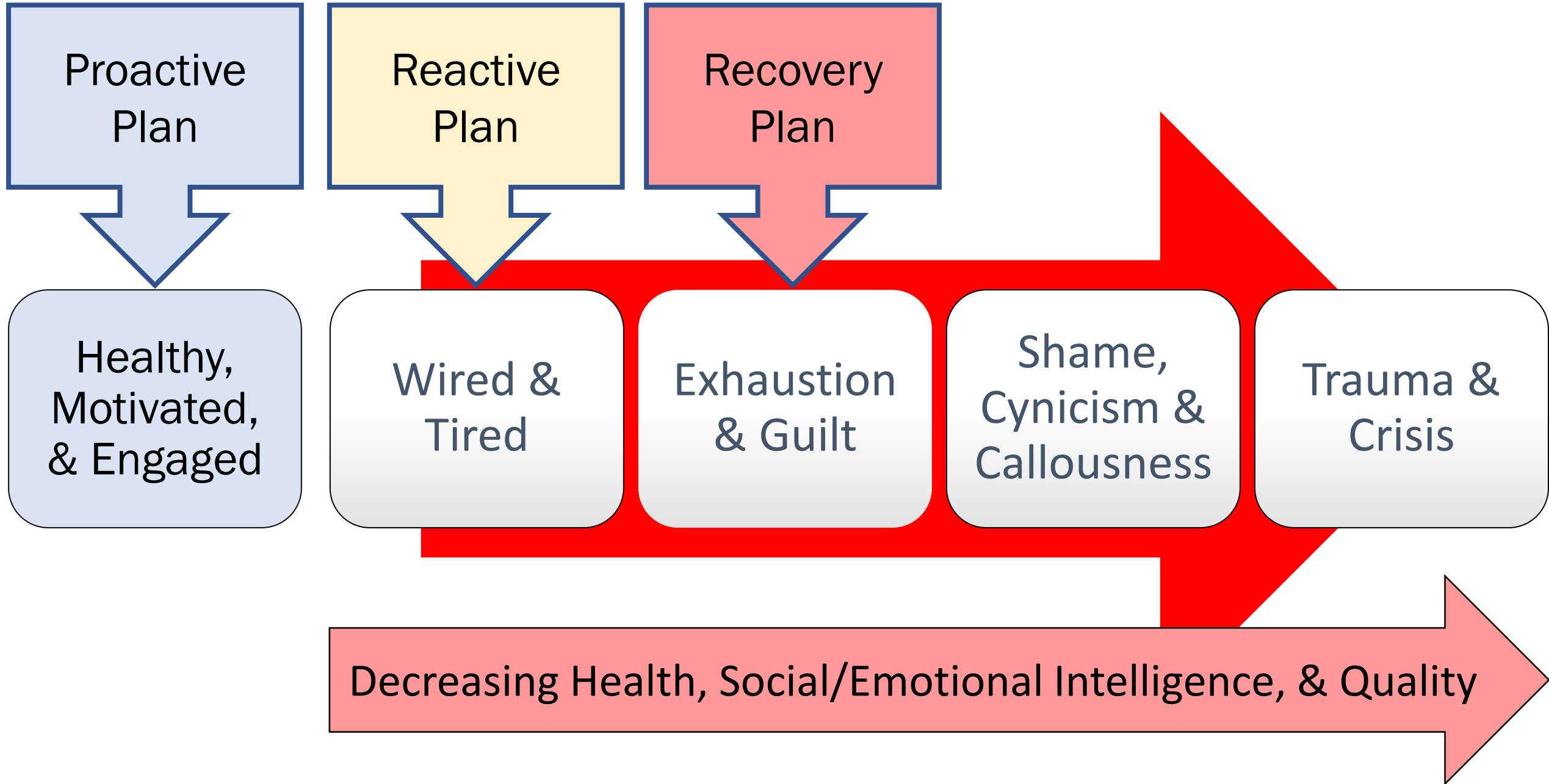
Trauma &
Crisis

Decreasing Health, Social/Emotional/Cognitive Intelligence, & Quality

Job Demands & Resources Model



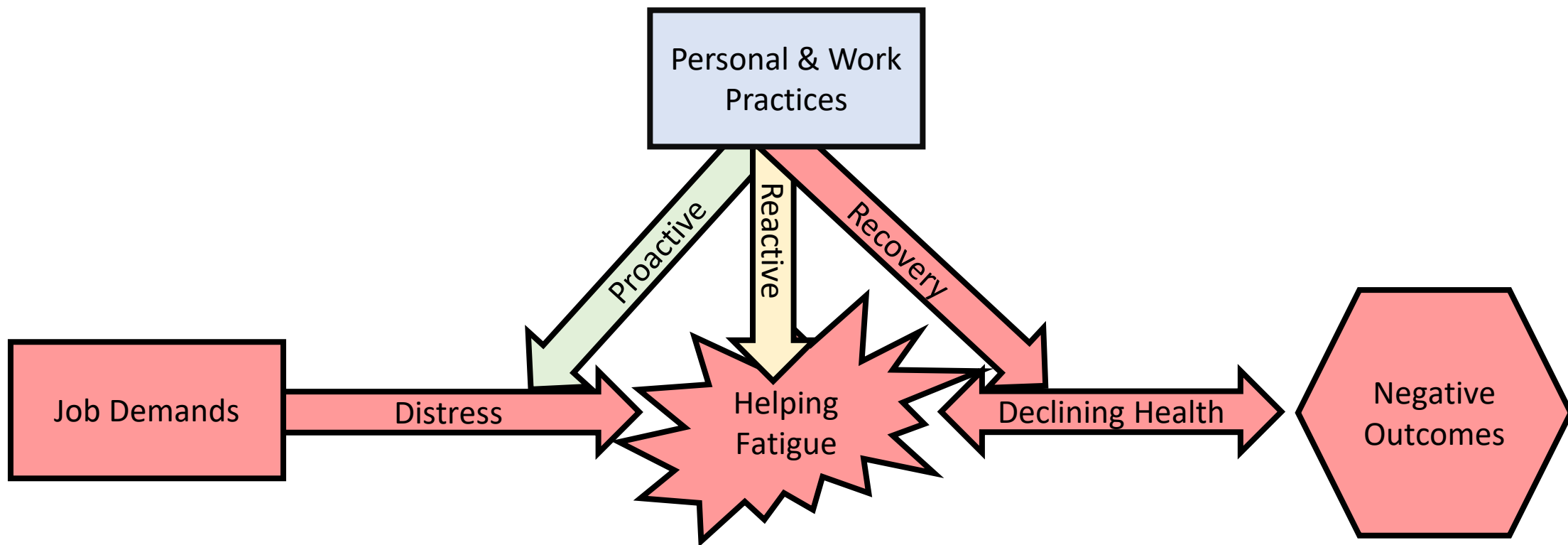
Stages of Helping Fatigue



YOU ARE THE
ROLE MODEL
FOR STAFF
RESILIENCY
AND
WELLNESS



Managing Job Demands



Integrating Health Planning & Shared Expectations

- Help reestablish work/life balance
- Support the creation and implementation of a plan
- Focus on the Shared in Shared Expectations!



Assessing Organization & Job Match

- Only 20% of people give a strong “yes” to the question: “Do you like what you do each day?”
- The crucial question
- Addressing lack of organizational/job attribute match
 - Start an honest dialog
 - Finding a better fit internally
 - Helping find better situation outside the organization



The Bigger Issue

- Amount of work people give is directly related to their perception of whether others are pulling their weight
- An underperformer will dramatically pull down the productivity of the entire group
- Though a little less detrimental, people who try, but do not have the ability to pull their weight will also bring down productivity



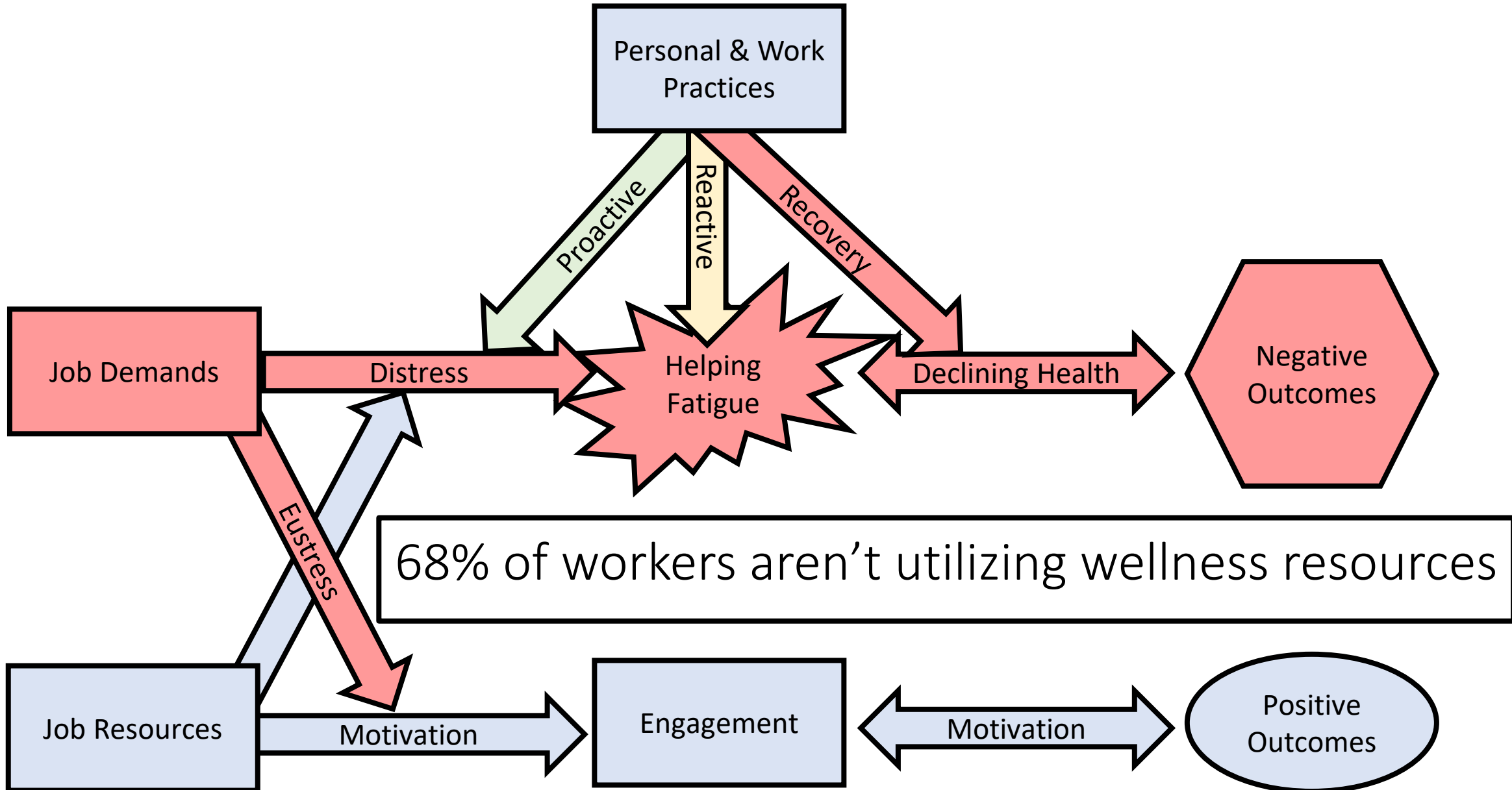
Job Resources

Physical, social, emotional, or organizational aspects of the job that may do any of the following

- Reduce job demands and the associated physiological and psychological costs
- Be functional in achieving work goals
- Stimulate personal growth and development

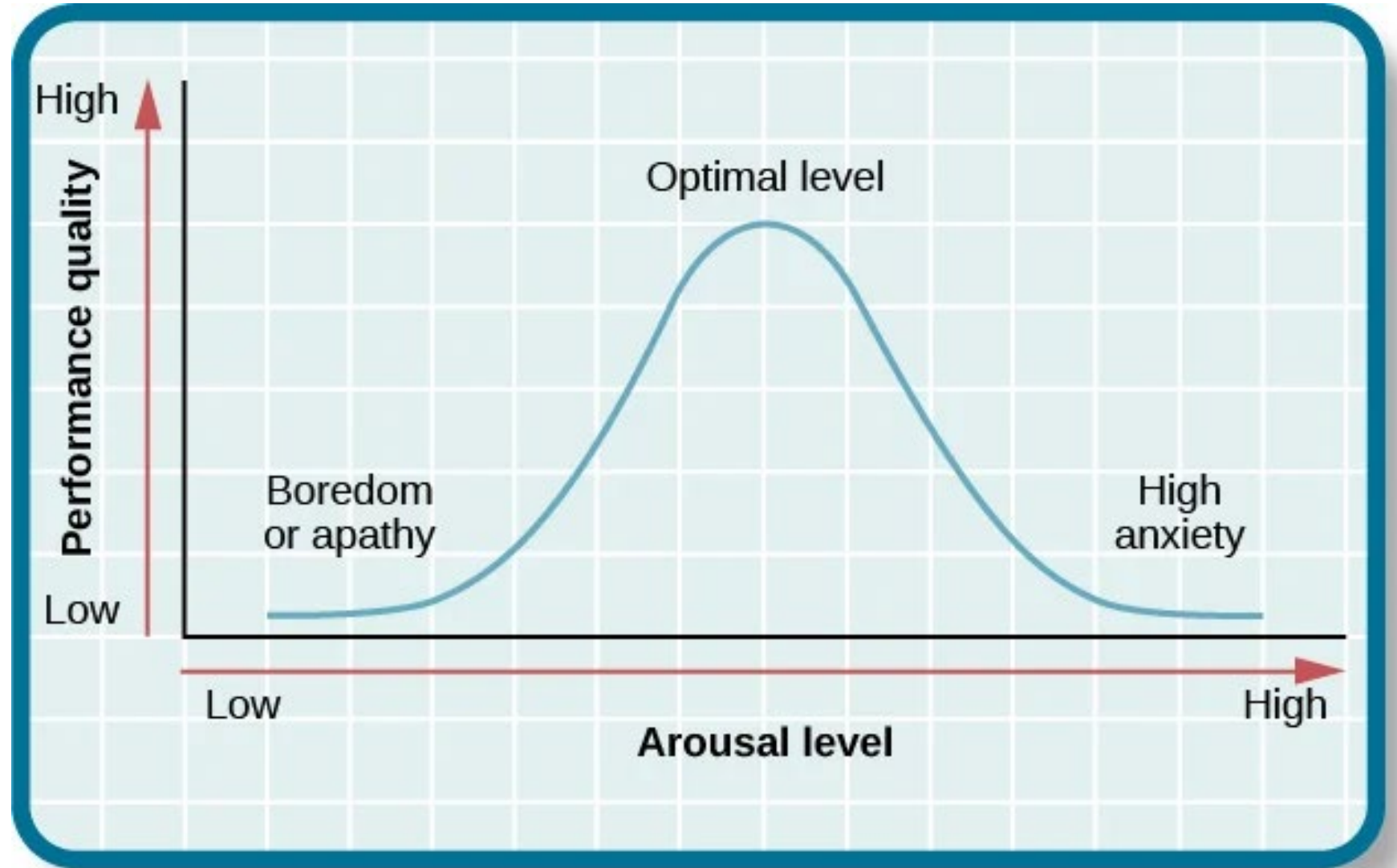


Job Demand and Resources Model



Positioning Supportive Supervision to Counter Helping Fatigue

Yerkes- Dodson Curve



Supportive Supervision Co-regulation

- Relational support and staff health
- Understand stress level and helping fatigue
- Time to build trust and safety
- Dedicated time to connect



Supportive Supervision Structure

- Wellness
- Professional development
- Administrative



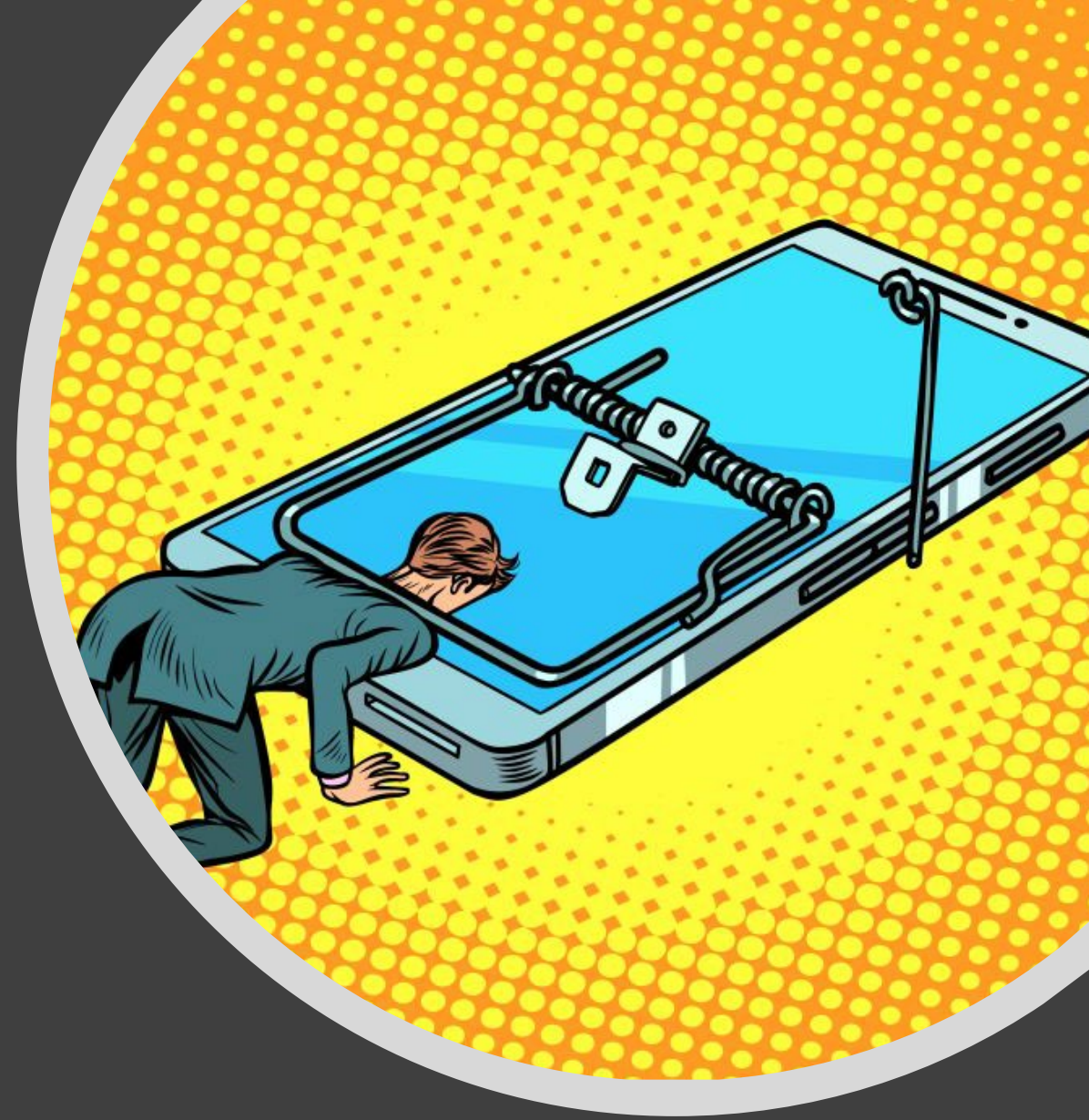
Trauma-Informed Human Resource Strategies

HOW CAN YOU HELP SUPPORT STAFF
RESILIENCY WITH JOB RESOURCES?
ARE PEOPLE UTILIZING THESE
RESOURCES?

Breakout Group Question

Recovery

- Encourage disconnecting from work communications after hours and vacations
- Celebrate those who use their paid time off – be the role model
- Power of vacations
- Transitioning folks back from vacation





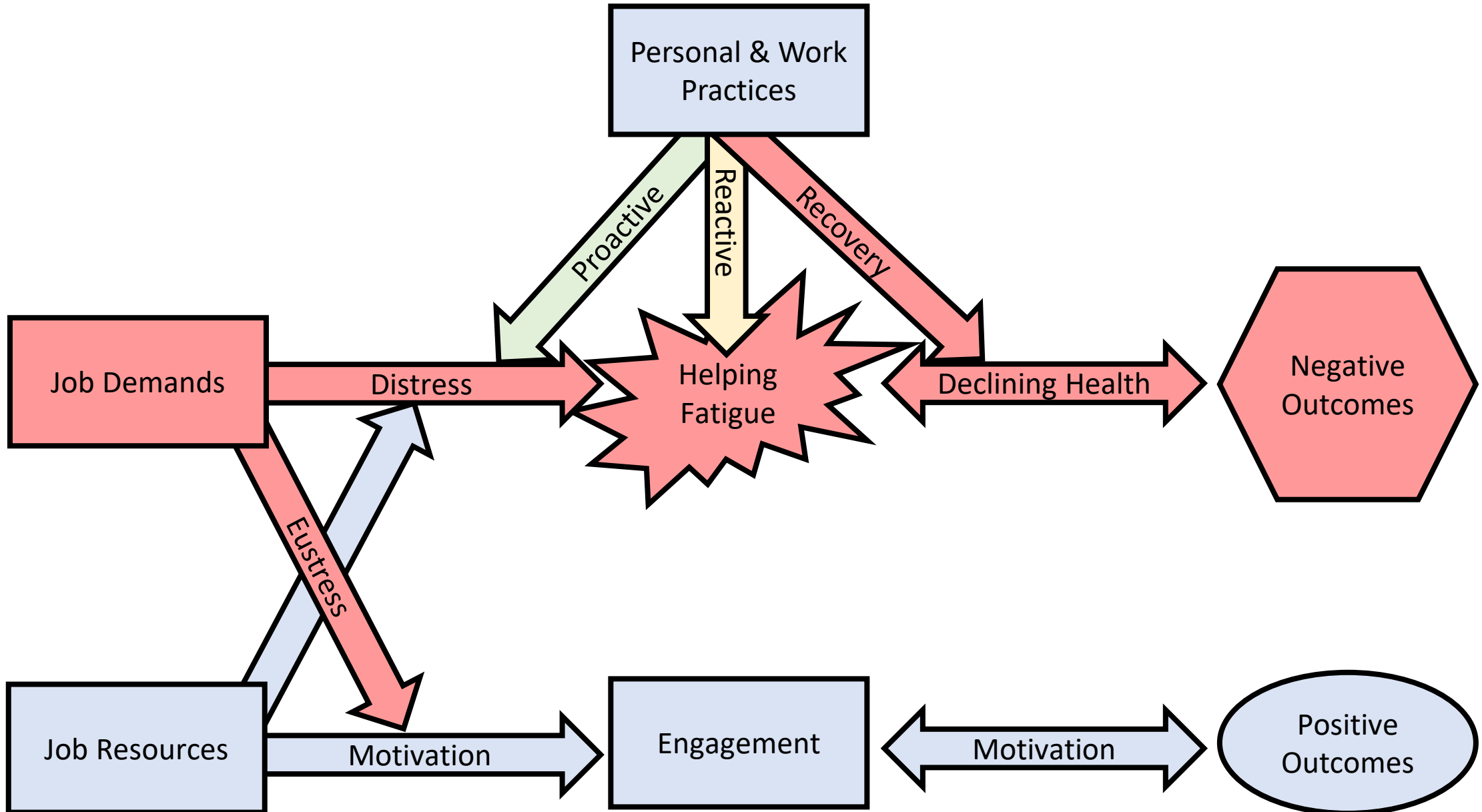
Therapy

- Access to free therapy
- Leadership needs to role model the use of therapy and be able to discuss the process

Promoting Engagement to Improve Outcomes



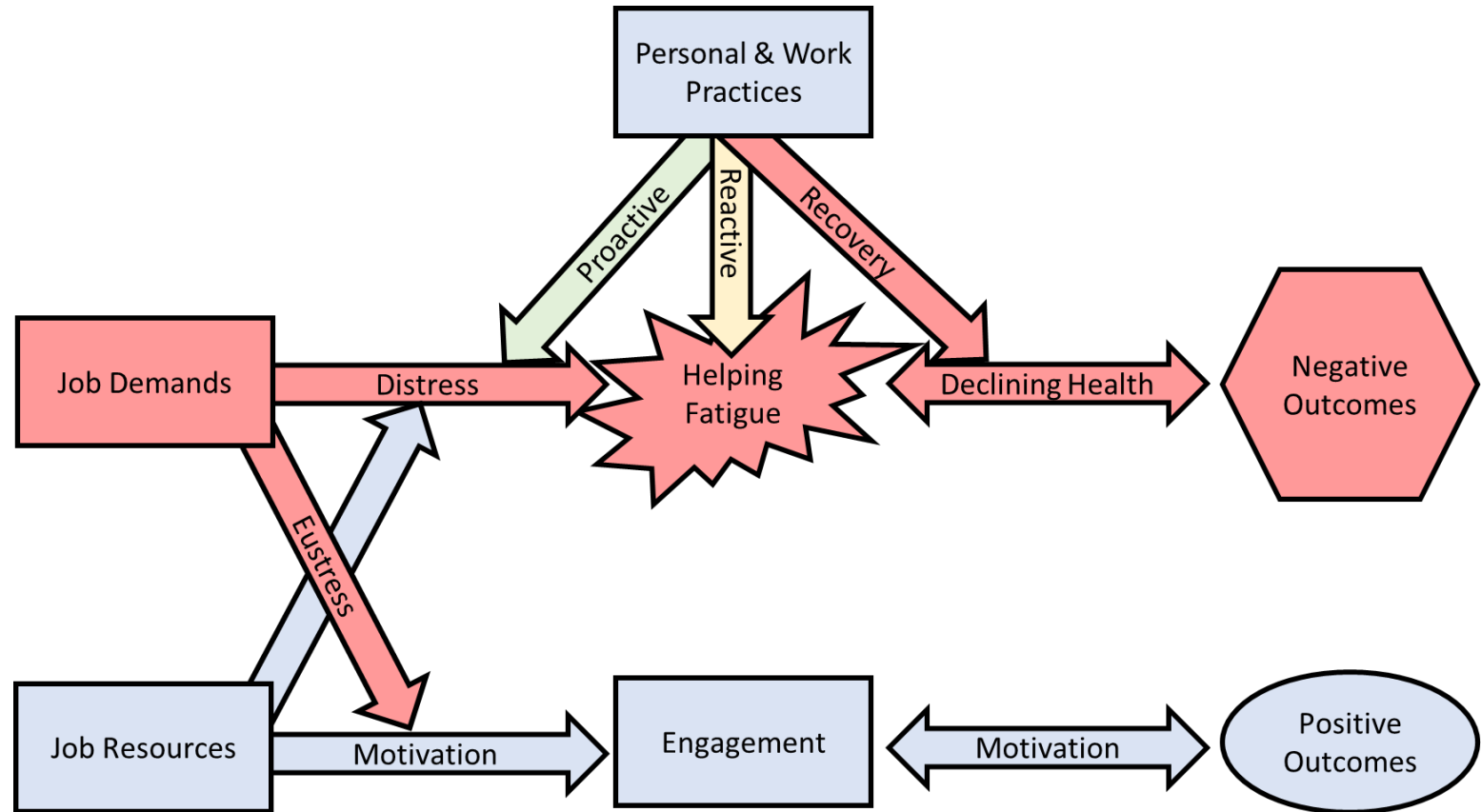
Job Demand and Resources Model



Engagement

Positive, fulfilling, work-related state of mind that is characterized by grit (passion and perseverance) and dedication (importance, pride, and challenge)

Gallup: 8:1 ratio



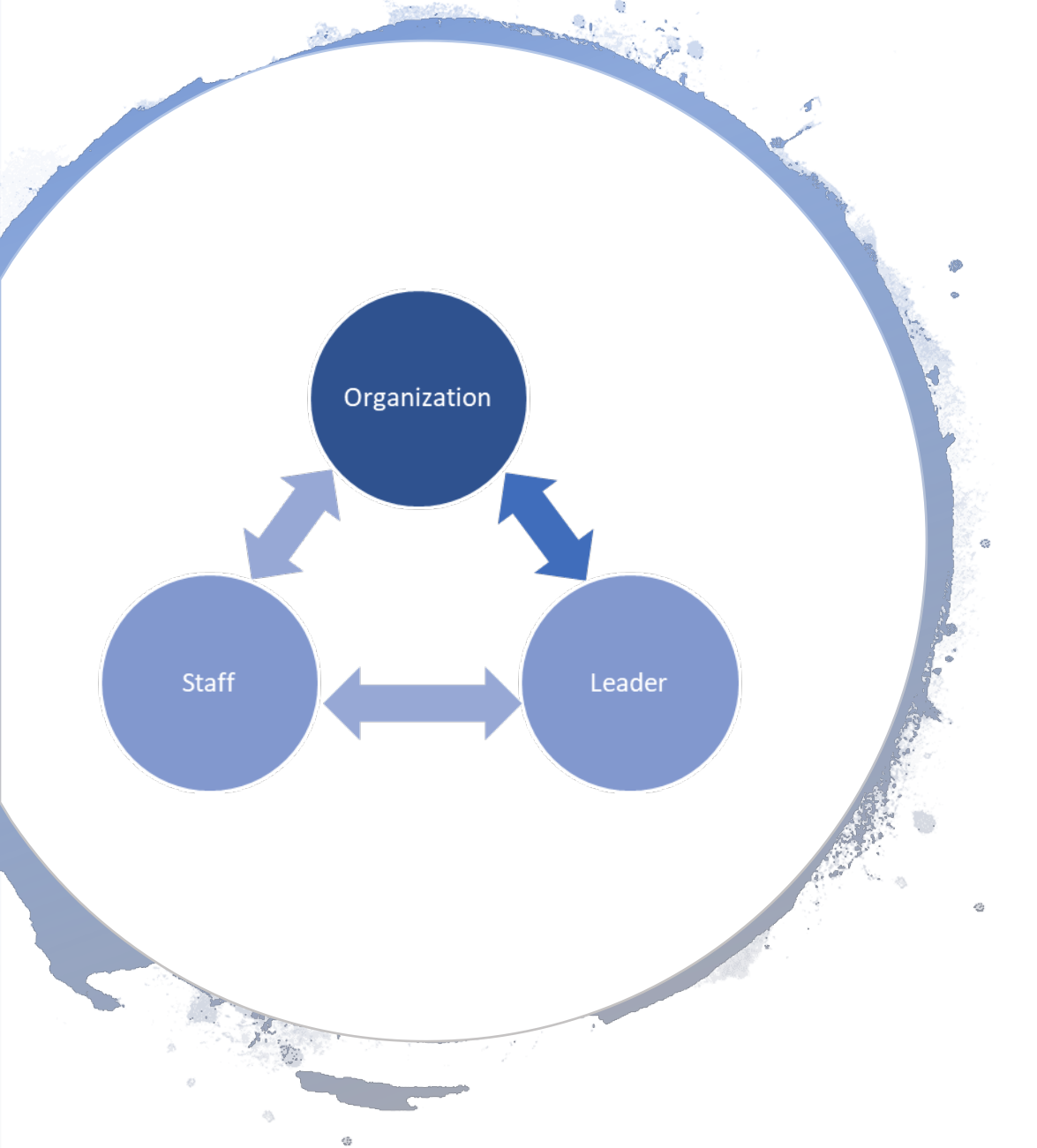
Key to Engagement

- Whether or not staff feel that **leaders care about their well-being** is the **#1 predictor** of organizational engagement
 - Only 38% of workers feel this is true of their leaders
 - 50% felt their well-being didn't matter at all to their leaders
 - Only 10% felt like they were a vital asset to the organization



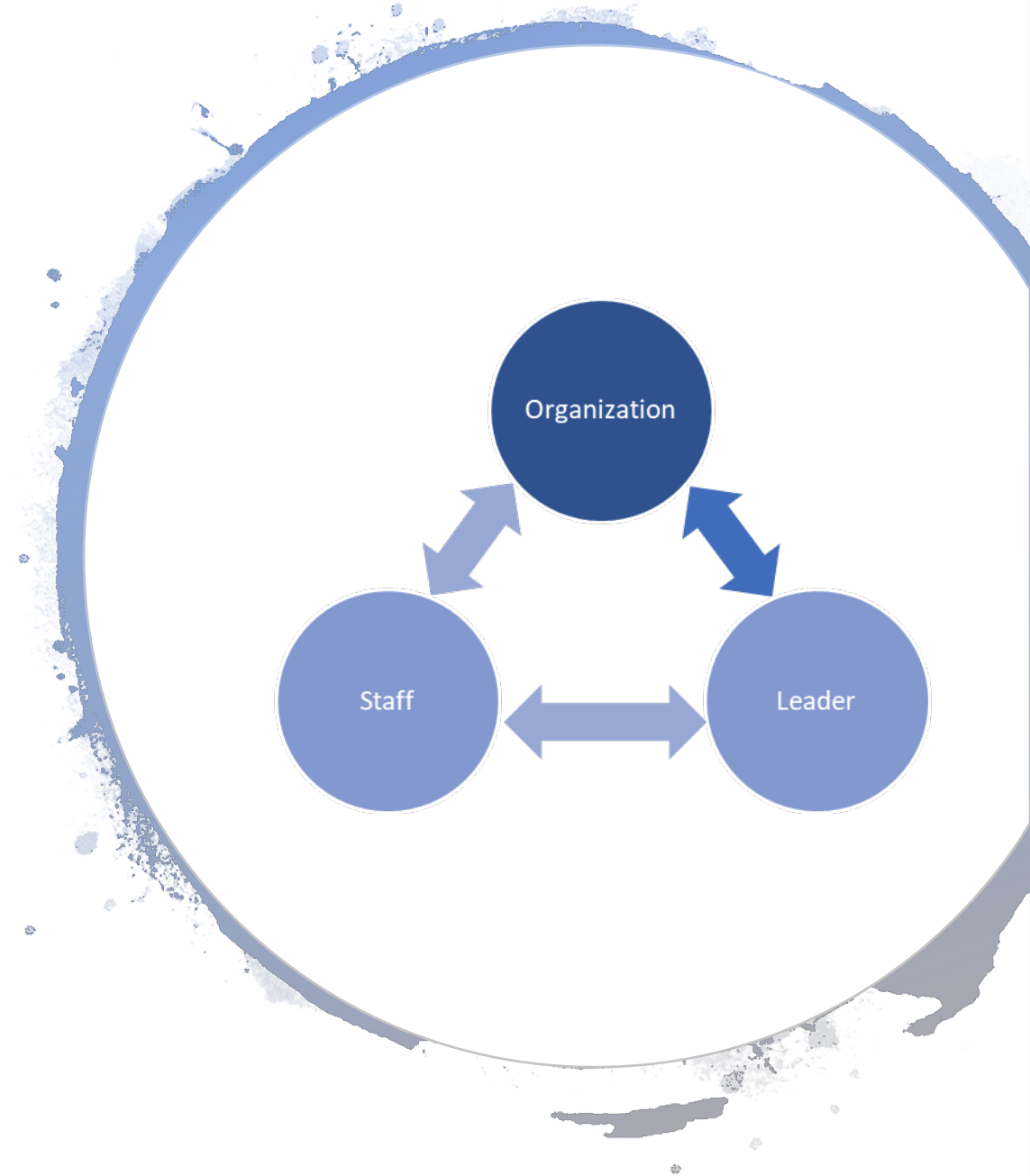
Shared Values

- “Deeply held values help us to avoid being whipsawed by whatever winds happen to be blowing around us. Values provide an internal source of direction for our behaviors.” Tony Schwartz
- Leader’s job
 - Connect their values to those of the organization
 - Help staff identify their personal values
 - Connect staff’s personal values to those of the organization
- When values conflict, moral distress and injury occur



Impact of Shared Values

- Revenues increased 4X
- Stock prices grew five times faster
- Profit performance was 750% higher
- Job creation increased by 7X
- Increased engagement
- Facilitate consensus on key organizational goals
- Better understanding of job expectations
- Increased personal and team effectiveness
- High levels of organizational loyalty and pride
- Decrease in turnover and burnout



Shared Vision

- The leader connects the future direction of the organization to the passion of the staff and the mission of the organization
- Shared values are the means-the shared vision is the end
- When futures are shared:
 - Attracts more people
 - Sustain higher levels of motivation
 - Withstand more challenges





Impact of Recognition

- High performers (individuals and teams) are shown to get 5.6 times more positive feedback than negative
- Low performers get 2.8 times more negative feedback than positive
- High Recognition Environment
 - 39% Increase in staff satisfaction
 - 73% Increase in morale
 - 64% Increase in engagement
 - 45% Increase in loyalty
 - 20% increase in productivity
 - 20% increase in revenue



Impact of Recognition

- Alignment with Shared Values and Vision.
- Reinforce growth mindset by recognizing behaviors
- Make it meaningful
 - Invite important people
 - Customize it to the staff
 - Make it timely
- Let employees recognize employees

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- Assessments
 - Professional Quality of Life: <https://proqol.org/>
 - Gallup 12: <https://www.gallup.com/access/323333/q12-employee-engagement-survey.aspx>
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